

## Client Workbook

### **Recruitment & Human Resources**

**What you'll discover during today's workshop:**

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# 1. Hiring the Right People

## Step 1

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Hiring the right people is essential if your business is to expand. Most small business owners are scared at the prospect of hiring new team members. The first task before hiring a new team member is to write their job description. You need to know what you're looking for in the new team member with regards to skills and responsibilities.

## Step 2

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Simply placing an advertisement in the local paper is not always the most appropriate form of recruitment. It's important to advertise the position using the most appropriate medium.

You need to write an advertisement that will attract the right person, as well as keep inappropriate candidates from applying. When writing the advertisement you have to keep in mind what is going to attract the type of person you want. That is, what important features of the job or the company will entice the type of person you are looking for?

You need to include a section within the advertisement that clearly states the type of skills and length of experience needed for the position. This will hopefully deter inappropriate candidates from applying.

**Step 3**

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By placing the candidates in a group interview process you can really observe how the candidates react to a different situation. Generally the people who are serious about the job will come to the fore and heavily contribute to the discussion.

**How to run a Group Interview.**

1. Prepare appropriate questions prior to the session.
2. Introduce the company to the candidates – discuss your history, culture and the standards your company aspires to uphold.
3. Explain the requirements of the position.
4. Ask each candidate to introduce himself or herself (history & experience) and give the group a brief explanation as to why they would bring value to the company and the position.
5. Explain a real life situation that they will face if they were to be the successful applicant and ask the group to give a variety of solutions to the challenge.
6. After the group interview you can quickly have 5-minute individual interviews.

**Step 4**

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**Step 5**

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**Step 6**

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## 2. Performance Appraisals

A good Performance Appraisal System has the ability to drive the business forward and assist team members to reach their full potential.

As the owner of the business you have a large say in the culture that's developed within the company.

By implementing sound performance appraisal principles you have the ability to develop a culture that strives for continuous improvement.

### **Why use Performance Appraisals**

1. You can \_\_\_\_\_ team members on their good performance
2. Leads to a \_\_\_\_\_ of the \_\_\_\_\_
3. You can discuss areas that need improving with the team member and find solutions for \_\_\_\_\_
4. Develop an action plan to assist \_\_\_\_\_ to \_\_\_\_\_.
5. Discuss \_\_\_\_\_ in a formal setting and at \_\_\_\_\_.

6. \_\_\_\_\_ the team members \_\_\_\_\_ with the

\_\_\_\_\_.

7. Have a formal \_\_\_\_\_ record of what has been discussed with the team member that can be used at a later date to measure improvements/declines in the work standards or productivity.

### **What should be included in a Performance Appraisal?**

1. The job description is great place to start, have the team member rate themselves (scale from 0-10) on their ability to perform the tasks and the necessary skills for the position. It is always a good idea for you to do the same and then compare and discuss variations in the results

2. \_\_\_\_\_ that the team member wants to \_\_\_\_\_ over the next 6 months (for themselves and the company)

3. What does the team member see themselves \_\_\_\_\_ in \_\_\_\_\_ years time

4. What \_\_\_\_\_ would they need to make to perform in an outstanding capacity

5. What does the team member \_\_\_\_\_ \_\_\_\_\_ about the position

6. General comments by the team member and the person performing the appraisal
  
7. A section for \_\_\_\_\_ or bonuses
  
8. A section for both the \_\_\_\_\_ and the team member to \_\_\_\_\_.

### **More on Performance Appraisals...**

Generally most organisations have Performance Appraisals bi-annually. It's important that team members know when their appraisal is due. It will not be an effective session if it's sprung on the team member only a few days before.

\*Please note that pay increases may only be set for every second performance appraisal, it's not necessary to increase a team members pay every 6 months.

The atmosphere of the Performance Appraisal is all-important. For it to be a success the Performance Appraisal definitely has to be non-threatening. You as the appraiser have to work with the team member on their weaknesses, not harass them and provide little or no assistance to improve. If you cultivate the right atmosphere for the session you will dramatically improve your business's culture.

**(SEE Appendix for Example of Performance Review)**

### 3. Team

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Probably the most \_\_\_\_\_ issue yet lacking in a high % of businesses.

You must create excitement...

Setting \_\_\_\_\_ and following up \_\_\_\_\_ is a good starting point.

Find out what your \_\_\_\_\_ really \_\_\_\_\_ doing

### 4.

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You must have a very clear picture of what you expect to invest in labor each year, quarter, month, week, even daily!

This must then be \_\_\_\_\_ and \_\_\_\_\_ with precision.

This will then prompt you to ask the right questions on how to improve performance and systems in your \_\_\_\_\_

Share objectives with \_\_\_\_\_ team members



## **5. Training**

Have a documented and \_\_\_\_\_ process for new team members and existing team members as well

Have an induction program for new team members

Set \_\_\_\_\_ up front. This is very important

Provide on going well thought through training and assess the impact

## **6. Productive**

- Keep meetings focused and productive
- Concentrate on the team members key role and basic duties first. Keep this constant. People like feedback and direction.
- Document agendas and minutes for formal meetings

## **7. Positive**

Be on the lookout for good performance and \_\_\_\_\_ as such where appropriate. Make this a habit.

\_\_\_\_\_ % \_\_\_\_\_ should be positive. This will increase loyalty and hence output rapidly. Make sure though it is justified.

## **8. Team Rewards & Activities**

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## Appendix 1 - Example Performance Appraisal

# INDIVIDUAL TEAM MEMBER PERFORMANCE REVIEW

Confidential

Team Member Name :

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Position Title :

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Date Commenced :

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Manager :

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Review Period : From: To:

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**Please Rate all of the following issues from 1 - 10**

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**Key:**

1	=	no understanding
2 - 4	=	requires improvement
5 - 6	=	industry Standard
7	=	firm Standard
8 - 9	=	excellent
10	=	outstanding

No	Skills	Rating	Comments
<b>1</b>	<b>Technical Skills</b> a - understanding of work b - depth of knowledge c - ability to apply knowledge d - taking initiative e - ability to deal with complex issues		
<b>2</b>	<b>Work Quality</b> a - completeness b - accuracy c - follow QA procedures d - efficiency		
<b>3</b>	<b>Communication Skills</b> a - reports & correspondence b - telephone c - interviewing skills d - ability to relate to Team Members e - ability to relate to clients		
<b>4</b>	<b>Professional Approach</b> a - telephone b - dress c - direct client contact d - punctuality		

No	Skills	Rating	Comments
5	<b>Attitude</b> a - positive & enthusiastic b - co-operation with Team Members c - plan work & goals ahead d - focus / prioritise e - confidence	Ratings	
6	<b>Other Areas</b> a - problem solving b - organisational skills c - team skills d - contribution to innovation e - fee generation ability	Ratings	

**7 What are your Key Strengths**

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**8 What are your Key Areas for Improvement**

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**9 What are your Major Achievements throughout the last 6 months:**

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**10 Your Minor Achievements throughout the last 6 months:**

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**11 Your Goals for the next 6 months in your role:**

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**12 Your Goals for the next 3 months in your role:**

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**13 Your future career goals with [your company name]:**

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**This page to be filled in by the manager only**

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**14 What Specific Skills and Training will be required to meet the performance standards and goals of the Team Member?**

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**15 Summary / Any other comments:**

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**16 Managers comments**

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**17 Team Members comments:**

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**18 Pay Review:            Now:                            Suggested:**

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**Signatures**

**Team Member:**

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**Manager:**

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**Dated:        /        /**

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